STOCKPORT HOMES BOARD MEETING
Monday 23 March 2026
4.30pm
Boardroom, Cornerstone

SHG
One team, transforming lives

PRESENT / IN ATTENDANCE:

Members

- Steve Partridge (Chair)
- Priti Butler
- Alistair Chapman
- Alison Foster
- Marie Gilluley
- Paula King
- Karen Mitchell
- Nasrin Fazal *(on Teams)*

SHG Officers (In attendance):

- Carmel Chambers, Chief Executive
- Anne-Marie Heil, Director of Customer Services
- John Kennedy, Director of Finance & Resources
- Paul Worthington, Director of Property
- Rachel Cossey, Governance Manager
- Sam Donigan, Head of Assurance
- Alison Leach, Strategic Lead – IT Services (Item 08)
- Verity Gleave, Head of Marketing & Comms (Item 09)
- Alison Gray, Governance Officer

Observers

- Mark Glynn, Director of Place Management, Stockport Council (SMBC)
- Andy Kippax, Strategic Housing Lead, Stockport Council (SMBC)

01	APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST	Action
	There were apologies from Carol Jack and Maria Zywica. Philip Argument's absence was noted and the Head of Assurance advised she would contact him. There were no declarations of interest. On behalf of the Board, the Chair congratulated the Chief Executive and the Director of Finance & Resources on their new roles.	**SD**
02	**MINUTES OF PREVIOUS MEETINGS and ACTION MONITOR**	
	The minutes from 8 December were accepted as an accurate record. The Board asked if there was any update on the timing for the Lancashire Hill options appraisal. The Director of Property advised it was likely to be impacted by the upcoming local elections; however, it was expected in the coming weeks. With regard to 22 December, it was noted that the minutes reflected the Fire Risk Actions (FRAs) position at the time of the Board meeting. Whilst 637 FRA actions remained open at that time, none of which were intolerable risks, there had initially been 648 and the eleven intolerable risks had been addressed by the time of the meeting. Progress with the Action Monitors was noted.	

03	**FIRE RISK ASSESSMENT ACTIONS AND BUILDING SAFETY CASES UPDATE** (PRESENTATION) (ASSURANCE)	
	The Director of Property presented on several areas including the latest position on progress with FRAs. The lessons learned report was underway with Arcus giving positive feedback received about the open approach of the team. Arcus had also reviewed the proposed new compliance system. The Board queried if the necessary rate of FRA completions was achievable, given the performance in January and February. The Director of Property advised that the most complex and significant cases had been addressed first. There had also been a procurement process to obtain additional specialist resource, which was now in place. Consequently, FRA completion rates were expected to speed up significantly. The Board would continue to be informed via the regular FRA updates. The Board discussed how the lessons learned report should be shared, given the next meeting was not until July. It was suggested that an extraordinary Board Meeting, held on Teams, would be effective as draft findings were expected shortly, with the report expected in April. The Board stressed the importance of outcomes being shared in a timely manner. The Director of Property confirmed the waking watch remained in place at Lancashire Hill; however, an alarm system had been procured and a programme for installation was being developed. The waking watch would cease when GMFRS approved adequate alarm coverage on site at circa 80% of site wide installation. A wider, more general communication to customers in high-rise blocks was in development. The Director of Property summarised the position regarding the Compliance Notices. With regard to one notice, the Building Safety Regulator (BSR) had requested an extension which could impact the deadline. The BSR had been contacted for clarification, however, SHG were awaiting a response. The BSR had also notified SHG of a separate investigation of Hanover and Pendlebury Towers regarding historical repairs. High Risk FRAEW surveys (Fire Risk Appraisal of External Walls) had come back for Romney, Hollow End and Dunton Towers, with one now rated as medium rather than high risk. For the two remaining high-risk, severity was reduced, so that actions could be implemented when next being refurbished and an application to the Cladding Safety Scheme was being explored. The Board asked about timings for the expected Longsons proposals report. It was confirmed this was currently in draft and would be shared with Board as soon as it was available. The Board expressed thanks for the fortnightly FRA updates and asked if there was any sense of how customers at Lancashire Hill were feeling. The Director of Customer Services advised that initial unease had settled down as residents got	 **PW**

	used to the waking watch. However, with several languages present and diverse backgrounds of customers, effective communications were paramount. The Director of Property agreed to share with the Board the general communication in development for high-rise customers.	**PW**
04	**CHIEF EXECUTIVE'S REPORT** (ASSURANCE)	
	The Chief Executive introduced the report and sought feedback. The format had been streamlined to make it more strategic in focus, and it would henceforth be presented earlier in the meeting to provide context for ensuing items. The Board agreed the changes were well-conceived and were pleased to read the summary on stakeholder engagement. The Board asked about the reference to more integration of the Leadership Team. The Chief Executive explained that where the Executive Leadership Team (ELT) was herself with the Directors, Leadership Team was comprised of ELT and Assistant Directors (AD). Her intention was to have greater input from the Leadership Team level as a collective in future on key areas such as performance and feedback, to enable ADs to have a broader sense of activities in SHG but also to share their perspectives across workstreams. The Board asked if there was a defined route for reporting back from SMBC's Corporate Parenting Board. The Chief Executive explained this was a new development for SMBC, and she would consider how best to do that within future Chief Executive reports. A presentation on Live Well was provisionally scheduled for the July meeting. The Chief Executive reminded the Board that the Finance, Risk and Regulation Report (Item 10) would continue as a standing item, giving broader sector and regulatory updates, and she welcomed any further feedback.	
05	**SHG RISK REGISTERS FOR 2026/27** (DECISION)	
	The Head of Assurance presented the Corporate and HRA risk registers for 2026-27 together with the Risk Appetite Statements. Subsidiary risk registers had been approved at their respective Boards, and the Audit and Risk Committee had also been consulted. Key risks and opportunities were summarised and the ongoing conflict in the Middle East would be monitored. The Chair of Audit and Risk Committee (ARC) summarised the discussion that had taken place there and noted the change from 'current risk rating' to 'residual risk rating' based on the Committee's recommendation to ensure clarity. The Board appreciated the 'Risk on a Page' approach, whilst acknowledging the full detail was available in the registers.	
	RESOLVED: That the Board: • Approved the 2026-27 Corporate and HRA Risk Registers • Approved the SHG Risk Appetite Statement	

	• Ratified the approval of the Subsidiary Risk Registers.	
06	**SHG BUDGET 2026/27** (DECISION)	
	The Director of Finance & Resources summarised the report which presented the SHG Budget for 2026/27. The subsidiary budgets had been approved at their respective Boards, and the Group Budget had also been presented at ARC. The position was positive and broadly in line with the 2026/27 forecast in the Finance Plan, due to a reduction in pension contributions. The Chair of ARC confirmed the Committee had been consulted and were happy to recommend approval to Board. However, ARC had noted that sustained delivery of the 3% efficiency within the HRA was challenging, and more discussion would be required in future years. The Board considered the impact of delivering FRAs on Three Sixty. The Director of Property advised that due to the specialist nature of the work, Three Sixty were unable to deliver FRAs at this time. FRAs work was being financed within the Decent Homes budget, which was being closely monitored.	
	RESOLVED: That the Board approved the 2026/27 budget.	
07	**GIFT AID PROPOSAL** (DECISION)	
	The Director of Finance & Resources introduced the Gift Aid proposal. The Board asked for confirmation that although the amount being proposed would provide SKylight with sufficient reserves to meeting its estimated funding requirements until March 2028, the Board would continue to receive an updated annual proposal in 2026/27. The Director of Finance & Resources confirmed that was correct. The Board discussed the source of the Gift Aid. The Director of Finance & Resources explained the tax efficiencies within the model and reminded the Board of the original 2025/26 Gift Aid budget. The 2025/26 financial outlook had improved, mainly due to Shared Ownership sales within Stockport Homes. With the winding down of the SHG development pipeline, less shared ownership sales would make funding SKylight more difficult in future. With regard to the ongoing situation in the Middle East, the Director of Finance & Resources outlined potential impacts on SHG, particularly through its supply chains, increased energy costs and higher borrowing rates. Electric and biomass had already been purchased for 2026/27. Half of all gas needs for the year had already been purchased, with the rest to be paid in April. The Board noted the mitigations and acknowledged the ongoing volatility of the situation.	

	RESOLVED: That the Board approved the following Gift Aid methodology: • Viaduct donating all of its forecast surpluses for 2025/26 to SKylight in March 2026. • Three Sixty donating all of its forecast surpluses for 2025/26 to SKylight in March 2026. • Stockport Homes makes the balancing payment required to pay £1,453,000 to SKylight in March 2026, after deducting the payments made by Viaduct and Three Sixty above. • Delegating authority for the final values to the Director of Finance and Resources in line with the methodology above.	
08	**CORPORATE PERFORMANCE** and **ANNUAL TARGET SETTING** (DECISION)	
	The Strategic Lead – IT Services summarised the report and noted that additional data up to February 2026 had been shared with Board after the meeting papers had been circulated, in order to provide the latest position. Areas of under-performance were understood and full commentary was in the report. Housemark had introduced a new suite of Awaab's Law performance measures, and SHG had already automated three of the five measures and work was in progress to automate the other two measures as a priority. The Board considered the transactional repairs KPI (COR4) target and tolerance and noted there was no change from 2025/26. The Director of Property explained the target-setting was taking account of the amount of change in that area and the implementation of a new system. The Board suggested the target remain but the tolerance be reconsidered. With the regard to the 2025/26 year-end report to be presented at the July meeting, the Board asked for some additional information to be included: in relation to Awaab's Law and the hazards per 1,000 properties, and a wider sense of disrepair claims and amounts involved, together with the amount being brought forward by individuals versus solicitors. Positive voids performance was recognised, however, the Board queried if quick turnaround times could have an impact on satisfaction. The Board queried the non-automated KPIs in relation to Awaab's Law (KPIs 4 and 5) and the absence of a benchmarking figure in the report. The Director of Property explained that the data was being manually calculated and monitored, and he was confident the position was better than being reported and was related to the capture of no-access data. However, until this could be fully evidenced reporting would be based on the information within the system. The Strategic Lead confirmed the Data Team were already working on the issue and she would share the Housemark benchmarking. As a result of the discussion, the Director of Property agreed it would be beneficial to provide Board with a deep dive on disrepair, Awaab's Law and the voids standard at a future meeting.	**AL / PW** **AL** **PW**

	The Board welcomed the inclusion of trend analysis and requested that future reports include aggregated data from the previous year as an additional comparator. Due to the time elapsed until the next Board Meeting in July, the Strategic Lead agreed to share year-end performance information when it became available.	**AL**
	RESOLVED: That the Board: • Noted performance and improvement actions outlined in this report. • Raised any issues of concern about the explanations presented where targets or objectives have not been met. • Approved the targets / tolerances set for 2026/27. • Approved the delegation of rents target setting to the CEO and Director of Customer Services with final approval at Board to follow in July 2026.	
09	**SHG CORPORATE PLAN 2026-31** (DECISION)	
	The Head of Assurance summarised the approach to the new Corporate Plan for 2026-31, which would sit alongside the Delivery Plan 2026-31, as approved by Board at the previous meeting. The Head of Marketing outlined the range of consultation that had been undertaken in developing the plan. The aim had been to refresh the style to ensure it was vibrant and accessible. She advised that some final amendments were required to images in the draft, however, there no changes to the text.	
	RESOLVED: That the Board approved the Corporate Plan 2026-31.	
10	**FINANCE, RISK and REGULATION UPDATE REPORT** (ASSURANCE) *Confidential*	
	The Director of Finance & Resources advised that SHG's financial position had improved through 2025/26 and was better than the in-year deficit originally budgeted, however, this was due to factors which were one-off in nature.	
	RESOLVED: That the Board gained assurance from the contents of the report and note the updated financial position and the risks that SHG is facing.	
11	**UPDATED GROUP FINANCIAL REGULATIONS** (DECISION)	
	The Director of Finance & Resources summarised the report and noted that ARC had been consulted.	
	RESOLVED: That the Board approved the updated financial regulations for Stockport Homes Group.	
12	**GOVERNANCE REPORT** (DECISION)	

	The Governance Manager outlined the key points in the report and advised that People & Governance Committee (P&G) had been consulted previously. The Board considered the proposal to delay recruiting a new customer Board Member until 2027. Although recognising the rationale for the decision to support the onboarding of a Member with relevant property and assets skills and experience, disappointment was expressed by a Board member. The Chief Executive reiterated that it was a deferral, and Members of P&G concurred that the delay in timing would be used to build stronger links with Aspire Panel members and other engaged customers, in preparation for recruitment in 2027. There was a discussion about attendance and the Governance Manager informed the Board that the 2025/26 data would be included in the Governance Report at the next meeting.	
	RESOLVED: That the Board: • Approved the 2025/26 assessment of compliance against the NHF Code of Governance, which confirms continued compliance against the code. • Approved the use of an external open recruitment process for the appointment of a new chair to succeed Steve Partridge. • Approved the revised salary for SHG Board Chair position. • Approved that Alison Foster becomes the next Three Sixty Board Chair. • Approved the recruitment plans for SHG Board and Three Sixty and SKylight. • Noted the requirement to complete the Board Members skills self-assessment and Board effectiveness survey by 7 April 2026. • Noted and agreed to act upon the new requirements for Board Member identity verification.	
13	**CHAIR AND MEMBERS' ACTIVITIES** (INFORMATION) (VERBAL)	
	Alison Foster had attended a JLL round table event about the housing sector and would be attending the NHF Housing Finance Conference on 25-26 March. Nasrin Fazal had attended a Complaints Advisory Panel with Cllr. Austin, plus a deep dive on Q3 Complaints with the Head of Customer Voice. She had also attended the Housing Innovation Show, where SHG had won an award for their use of automation and AI. Karen Mitchell had met with BDO, SHG's internal auditors with the Head of Assurance. They discussed management of the contract as well as best practice and benchmarking and would share more detail of knowledge sharing sessions for the Board. Alistair Chapman had attended the GM Mayor's Homelessness Round Table. Paula King had been to Live Well events locally and been pleased to see SHG's presence.	

	Both the Chair and Marie Gilluley had been involved in the recent recruitment processes for the Chief Executive and the Director of Finance & Resources, respectively.	
14	**COMMITTEE & SUBSIDIARY BOARD MINUTES** (ASSURANCE)	
	Committee and subsidiary Chairs and representatives gave a brief verbal update and the minutes were noted.	
15	**FORWARD PLAN** (ASSURANCE)	
	The Forward Plan was noted and Board were reminded to attend the webinars when possible.	
16	**STAKEHOLDER MEETINGS THAT HAVE TAKEN PLACE: FEEDBACK** (INFORMATION) (ASSURANCE)	
	The Chief Executive summarised recent stakeholder meeting and activity: • On 20 March, Cllr Austin (Cabinet Member for Housing & Environment) and representatives from Three Sixty were on-site for the ribbon-cutting event at the Melford Road development. • Along with the SHG Chief Executive, Cllr Roberts (Leader of the Council) had a tour of Lancashire Hill with SHG colleagues. • Navendu Mishra, MP for Stockport, met with the Chair of SHG and the Chief Executive • Lisa Smart, MP for Hazel Grove, had reached out about SHG participation in a round table event. Given the upcoming local elections, advice was being sought regarding the pre-election period. • SHG Chair and Chief Executive had met with the Council's Leader Cllr Roberts and Chief Executive, Michael Cullen, and Cllr Austin. • SHG attendance at various Area Committees The Chief Executive noted the positive engagement between SMBC and SHG and the growing collaborative relationship. The Director of Place Management concurred and advised that councillors were particularly appreciative of SHG attendance at Area Committees.	
17	**REVIEW OF THE MEETING** (VERBAL)	
	The Chair remarked on the length of time given to considering the Corporate Performance and Target Setting Report at Item 08, which was longer than usual and felt it was important, given the report was presented directly to the Board and was not discussed at a Committee beforehand. Board members agreed.	

AUTHOR: Alison Gray **DATE: 24/03/2026**
LEAD OFFICER SIGN OFF: 30/03/2026 **CHAIR APPROVED DRAFT: 13/04/2026**